

Exhibit 3

COMPANY CALCULATION OF ANNUAL AVERAGE LABOR COST SAVINGS (PRELIMINARY)

**AFA RESPONSE TO PINNACLE AIRLINES 1113(c) RESTRUCTURING PROPOSAL TO THE ASSOCIATION OF FLIGHT ATTENDANTS - CWA
SEPTEMBER 12, 2012**

Flight Attendant savings summary

Average cost savings: 2013 - 2016; 2013 - 2018

Line item	2013 - 2016 average	2013 - 2018 average
Medical	\$0	\$0
401(k) *	\$73,331	\$50,163
Wage Cut	\$990,624	\$713,038
Work Rules	\$3,558,670	\$3,390,724
Total	\$4,622,625	\$4,153,925

Notes: * 401(k) savings reflect impact of pay changes to 401(k) cost

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Flight Attendant Work Rule savings summary
Average cost savings: 2013 - 2016; 2013 - 2018

September 12, 2012 AFA Term Sheet reference	Description	2013 - 2016 average	2013 - 2018 average
1	Increase min days for part time FA's (6 -> 8)		
2	No health insurance for grandfathered PT FAs		
4	Co Domicile		
5	1 week of vacation unpaid		
6	Decrease uniform maintenance allowance		
8	Per Diem		
9	Eliminate per diem for CDOs and one day turnarounds		
10	Eliminate US customs pay		
11	Deadhead		
N/A	45 minute report time		
N/A	Management credit		
N/A	Meal breaks		
N/A	Bid period smoothing ("month balancing")		
N/A	Special Assignment FA pay		
N/A	Synergy savings		
A.3.	Junior assignment and extension		
A.4.	Zero paid holidays		
A.5.	Recurrent training - pay but no credit		
D.NCI.1.	Eliminate ESL - ASO cost		
D.NCI.1.	Eliminate ESL - Premium cost		
Total		\$3,558,670	\$3,390,724